



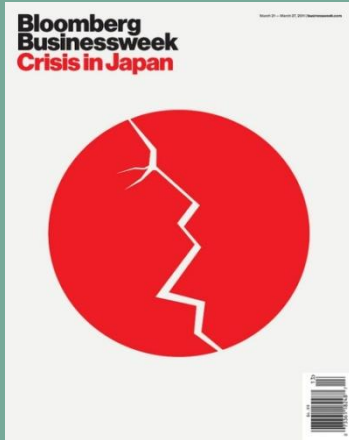
## ***Doing business in Northern Europe***

Siri Osthed, MD North Meridian Group

10 May 2012

# The headlines...

The world has experienced many shocks in 2011



**Are you tuned into how  
the European environment  
has changed?**



# “Best countries for mothers.”



- |                    |                   |
|--------------------|-------------------|
| 1. Norway          | 14. France        |
| 2. Iceland         | 15. Portugal      |
| 3. Sweden          | 16. Spain         |
| 4. New Zealand     | 17. Estonia       |
| 5. Denmark         | 18. Switzerland   |
| 6. Finland         | 19. Canada        |
| 7. Australia       | 20. Greece        |
| 8. Belgium         | 21. Italy         |
| 9. Ireland         | 22. Hungary       |
| 10. Netherlands    | 23. Lithuania     |
| 11. United Kingdom | 24. Belarus       |
| 12. Germany        | 25. United States |
| 13. Slovenia       |                   |

Source: Source: Save the Children Mothers' Index , 2012

# 35 of 1000 Fortune 500 CEO's are women\* – still imbalance in Europe

## The EU Is Considering Quotas To Increase The Number Of Women CEOs

Sanya Khetani | March 05, 2012 | 🔥 388 | 💬 4



The European Commission has threatened to initiate mandatory quotas in European businesses to get more women into top management jobs to correct gender imbalance, [the BBC reports](#).

A year ago, the EU's Justice Commissioner, Viviane Reding, asked European companies to sign a voluntary pledge to appoint more women to their boardrooms. So far, only 24 firms out of 20 million have acquiesced, leading Reding to declare the "self-regulation so far has not brought about satisfactory results" for women.

Reding initiated a [public consultation](#) on Monday to come up with ideas, including legislation, aimed at getting more women into upper-level management positions.



\*Source: WSJ. May 2, 2012



**The old sources of growth  
are no longer available....**

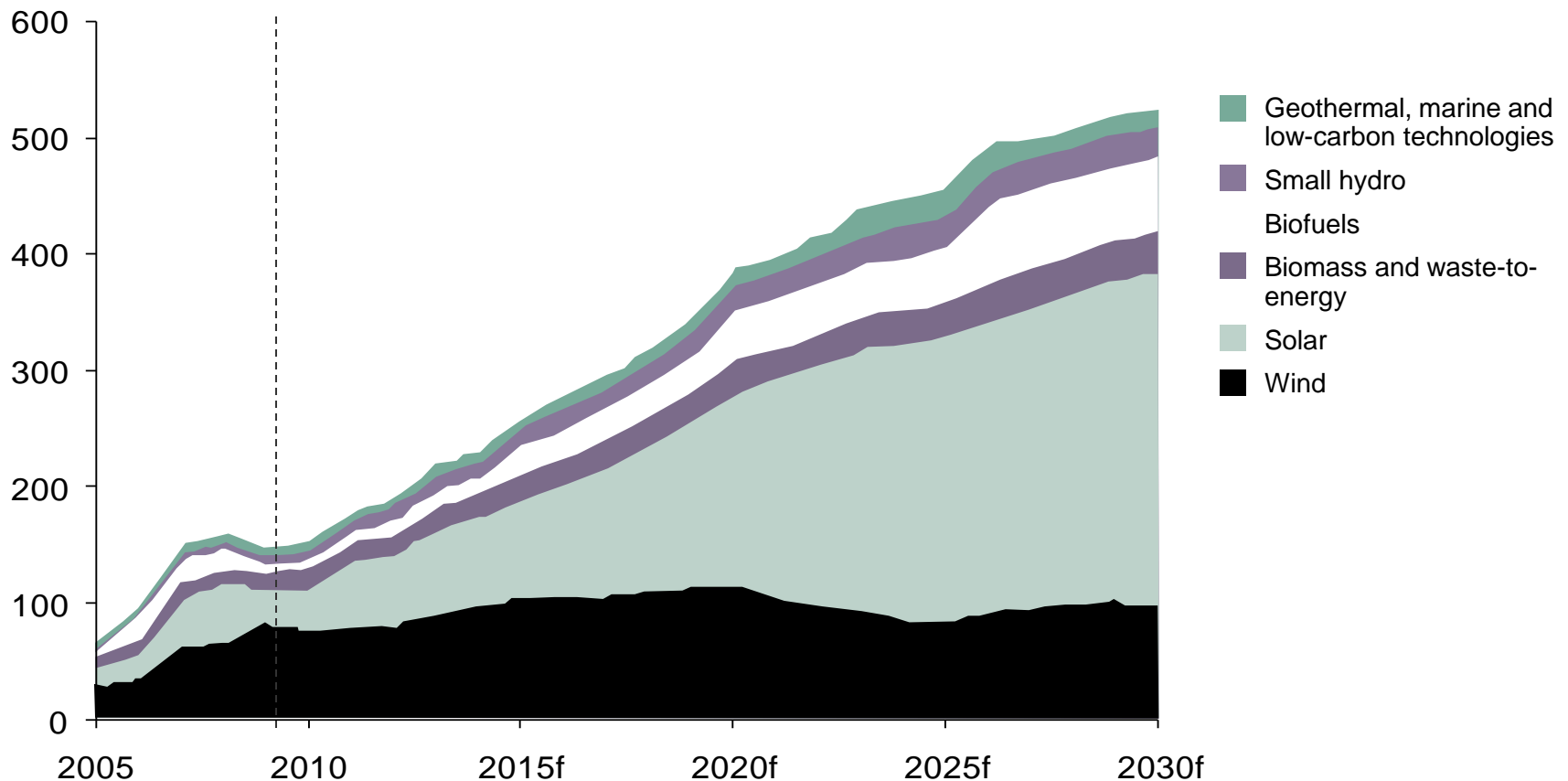
So, where will your company look  
for the seeds of future growth?

## **Trend groups**

# Concerns about energy security and climate change are driving the move towards a sustainable economy

Clean energy investments are expected to more than triple in the next 20 years.

Expected clean energy investment, 2007-2030  
(US\$ billions)



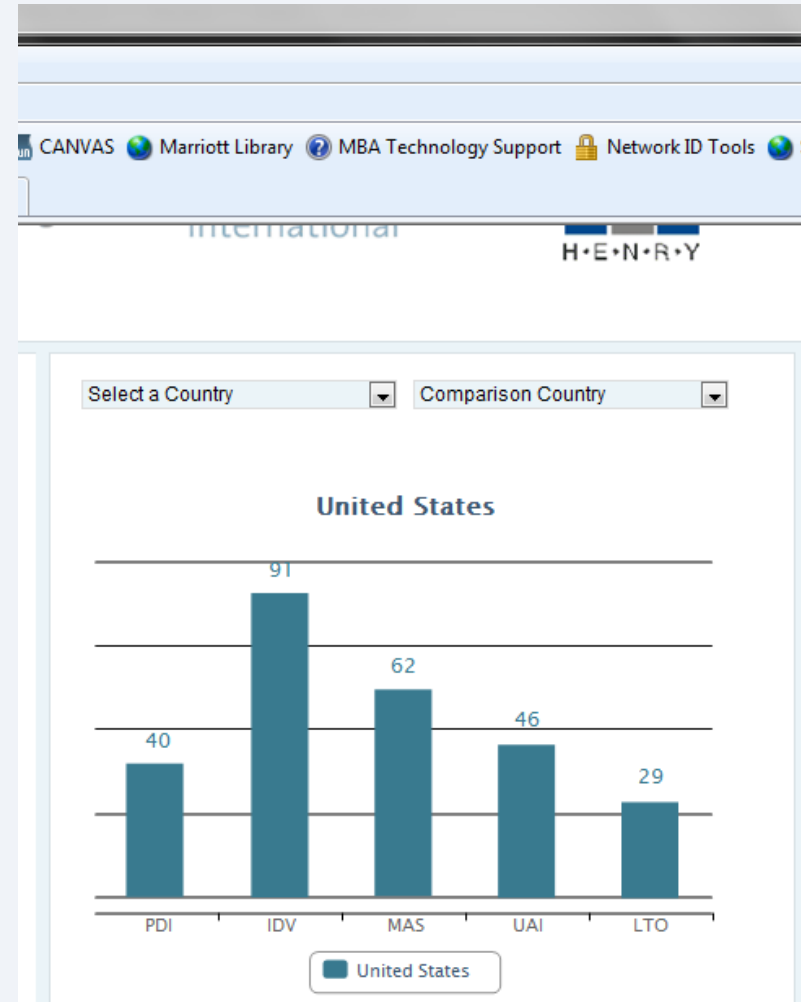


# Dynamics

# Cultural Constraints in Management Theories – Geert Hofstede

## Cultural dimensions:

1. Power Distance
2. Individualism / Collectivism
3. Masculinity / Femininity
4. Uncertainty Avoidance
5. Long-Term / Short Term





**GOOD LUCK!**